# MBTI IN ORGANIZATIONS AND CAREER REPORT

Presented by:

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# Myers-Briggs Type Indicator (MBTI) in Organizations

- Disclaimer (Anyone Uncomfortable?)

1st Session

- View Video

- Group Exercise E-I and S-N Dichotomies (Jim Wesser)

- Class Profile and pairing type summary

2nd Session

Career Report

- Questions—Other input

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# GROUP EXERCISE
# E/I DICHOTOMY

- At your table or group separate into two group—Extraverts and Introverts

- Brainstorm for 5 minutes and record responses around the question, "What work environment allows you to be most effective?"

- Discuss the responses with each other for 10 minutes.

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# GROUP EXERCISE
# S/N DICHOTOMY

- Imagine a "Red Apple!"

- Write about it for 5 minutes

- Two or three volunteers from each type to read what they wrote

- Review the differences

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# Ranking of Resources for Each Type

| ISTJ | ISFJ | INFJ | INTJ |
|------|------|------|------|
| Cognitive, Spiritual/Philosophical, Social, Physical, Emotional | Spiritual/Philosophical, Cognitive, Social, Physical, Emotional | Spiritual/Philosophical, Cognitive, Physical, Social, Emotional | Spiritual/Philosophical, Cognitive, Emotional, Physical, Social |
| **ISTP** | **ISFP** | **INFP** | **INTP** |
| Spiritual/Philosophical, Cognitive, Physical, Social, Emotional | Social, Spiritual/Philosophical, Cognitive, Emotional, Physical | Physical, Social, Cognitive, Spiritual/Philosophical, Emotional | Physical, Spiritual/Philosophical, Cognitive, Social, Emotional |
| **ESTP** | **ESFP** | **ENFP** | **ENTP** |
| Physical, Emotional, Social, Spiritual/Philosophical, Cognitive | Emotional, Social, Cognitive, Physical, Spiritual/Philosophical | Social, Emotional, Cognitive, Physical, Spiritual/Philosophical | Physical, Emotional, Social, Spiritual/Philosophical, Cognitive |
| **ESTJ** | **ESFJ** | **ENFJ** | **ENTJ** |
| Cognitive, Emotional, Social, Physical, Spiritual/Philosophical | Spiritual/Philosophical, Social, Emotional, Cognitive, Physical | Social, Cognitive, Emotional, Spiritual/Philosophical, Physical | Physical, Cognitive, Social, Spiritual/Philosophical, Emotional |

# MBTI Function Pairs and Decision Making

|  | ST | NT | SF | NF |
|---|---|---|---|---|
| Input Bias (Information sought and used) | Specific facts (may ignore patterns) | Systematic patterns (may ignore specifics that differ from model | The opinions of specific people (may ignore hard data) | Symbols, imagery, and metaphors (may ignore practical data) |
| Output Bias (Basis for generating alternatives) | Problem-solving models that have worked in the past | Data that confirm their conceptual pattern | Options supported by important people | Analogies and novel ideas |
| Operational bias (Basis for decisions) | Regularity, structure, and "fit" with standard practices | Logical categorization based on their conceptual pattern | What people in the situation need or want | Associations from similar experiences or their vision of the future |

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# Ideal Organization Metaphors

| ST-The Machine. (car, boat, engine with gears). | SF-The Team. The team, or small family, emphasizes happiness and cooperation among people. | NF-Human Spirit. Draw images that reflect human sprit, nature, or culture, indicating that the ideal organization is full of possibilities (N) for life (F). | NT-Images reflect power, politics, the universe, molecules and mazes—all of which indicate logical (T) possibilities (N) (images from Star Trek are not unknown.) |
|---|---|---|---|
| Chart, pyramid, emphasis on hierarchy, rationalality. | Authority is balanced with respect for the individual. | Compared to ST and SF, NF drawings tend to be more abstract. Leadership, communication, and so on are more dynamic and decentralized.. | Given that NTs value problem-solving competency, not surprising that images of brains, light bulbs, and lightening bolts appear. |
| Sometimes mix their metaphors and draw organic images, such as human body, tree. | Drawings of small groups at a table are common, usually with smiling happy faces. | Earth, or planet held together with stick figures holding hands are common. | Innovative ideas and activities. |
| Impersonal | Wheel is common (spokes to a common core, goal). | | As with NFs, leadership and authority issues are flexible and decentralized. |
| | Common for all members to add to draw. | | Often draw organizational charts such as STs, but put themselves at the top of the chart reflecting power orientation. |

# Typical Work Stressors for Each of the Eight MBTI Preferences

| | |
|---|---|
| **Stressors for Extraverts**<br><br>communicating by email, lengthy work periods with no interruptions, having to reflect before taking action, having to focus in depth on one thing, getting feedback in writing only | **Stressors for Introverts**<br><br>Working with others, talking on the phone a lot, interacting with others frequently, having to act quickly without reflection, too many concurrent tasks and demands, getting frequent verbal feedback |
| **Stressors for Sensing Types**<br><br>Attending to own and others' insights, having to do old things in new ways, having to give an overview without details, looking for the meaning in the facts, focusing on possibilities, too many complexities | **Stressors for Intuitive Types**<br><br>Having to attend to realities, having to do things the proven way, having to attend to details, checking the accuracy of facts, needing to focus on past experience, being required to be practical |
| **Stressors for Thinking Types**<br><br>Using personal experience to assess situations, noticing and appreciating what is positive, focusing on processes and people, using empathy and personal values to make decisions | **Stressors for Feeling Types**<br><br>Analyzing situations objectively, setting criteria and standards, critiquing and focusing on flaws, focusing on tasks only, being expected to use logic alone to make decisions, asking questions that feel divisive |
| **Stressors for Judging Types**<br><br>Waiting for structure to emerge from process, being expected to use "inner timing," too much flexibility around time frames and deadlines, staying open to reevaluations of tasks, dealing with surprises | **Stressors for Perceiving Types**<br><br>Having to organize selves' and others' planning, working within time frames and deadlines, others' distrust of last-minute energy, having to finish and move on, developing contingency plans, being required to plan ahead |

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# Behavioral Cues During Communication

| Talk it out Extraverts | Think it Through Introverts | Specifics Sensing Types | The Big Picture Intuitive Types |
|---|---|---|---|
| Rapid speech, interrupt, louder volume to voice, appear to thing aloud | Pause in answering or giving information, quieter voice volume, shorter sentences, not run on | Ask for step-by-step information or instruction, ask "what" and "how" question, use precise descriptions | Ask for the purpose of an action look for possibilities, ask "why" questions, talk in general terms |
| Logical Implications Thinking Types

Appear to be testing you or your knowledge, weigh the objective evidence, are unimpressed that others have decided in favor, conversations follow a pattern of checking logic: "if this, then that" | Impact on People Feeling Types

Strive for harmony in the interaction, may talk about what they value, ask how others have acted or resolved the situation, matters to them whether others have been taken into account | Joy of Closure Judging Types

Impatient with overly long descriptions, procedures, the tone is "hurry up—I want to make this decision," may decide prematurely, enjoy closure | Joy of Processing Perceiving Types

Seem to want "space" to make own decisions, the tone is "let's explore," what are some more factors to consider, may decide at the last moment, enjoy processing |

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# The Dominate Function of Each Type

| ISTJ | ISFJ | INFJ | INTJ |
|---|---|---|---|
| Respecting and relying on internally stored data about reality and actual events | Respecting and relying on internally stored data about people whom are important to them | Relying on clear insight about people and complex pictures of the future | Relying on clear, complex inner pictures of the present and future |
| **ISTP** | **ISFP** | **INFP** | **INTP** |
| Logically organizing vast amounts of specific data about the material world | Living in strong inner values about honoring people and nature | Filtering everything through a coherent core of personal values based on honoring individuals | Logically organizing complex information into global systems to understand the world |
| **ESTP** | **ESFP** | **ENFP** | **ENTP** |
| Delighting in the endless variety of the world and in spontaneously interacting with it | Delighting in the stimulation of interacting with people, embracing the variety of sensing experience | Seeing exciting possibilities for people and pursuing them with energy and enthusiasm | Scanning the environment for options, new and stimulating ideas, exciting possibilities |
| **ESTJ** | **ESFJ** | **ENFJ** | **ENTJ** |
| Decisively, logically, and efficiently structuring the external environment to achieve specific goals | Acting decisively to create an environment that cares for the practical needs of people around them | Providing the structures and encouragement to motivate and energize people to grow | Directing others decisively, structuring the environment to achieve long-term goals |

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# Military Group Spread—Very High ST Component

| ISTJ 2 | ISFJ | INFJ | INTJ 3 |
|--------|------|------|--------|
| ISTP 4 | ISFP | INFP | INTP 11 |
| ESTP | ESFP | ENFP | ENTP |
| ESTJ 1 | ESFJ | ENFJ | ENTJ |

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# MBTI RESOURCES FOR ORGANIZATIONS

- Introduction to Type (Myers, with Kirby & Myers, 1998)

- Introduction to Type in Organizations (Hirsh & Kummerow, 1998)

- Talking in Type (Kummerow, 1987)

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# Questions?

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# 2$^{nd}$ Session--Career Report

- 9 Page Individual Profile with Narrative

- Preferred Work Tasks and Environment

- Action Steps

- Career Exploration and Development

- Job Families

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# MBTI RESOURCES FOR CAREER PLANNING

- Strong Interest Inventory

- Occupational Outlook Handbook
  http://www.bls.gov/oco/

- Introduction to Type and Careers (Allen L. Hammer, 1996)

- Complete Job-Search Handbook: Third Edition : Everything You Need To Know To Get The Job You Really Want (Paperback)
  (Howard Figler)

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# Questions?

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